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**HEADQUARTERS
ARMED FORCES COURIER SERVICE**

22 Dec 86

SUBJECT: Proposed DoD Directive

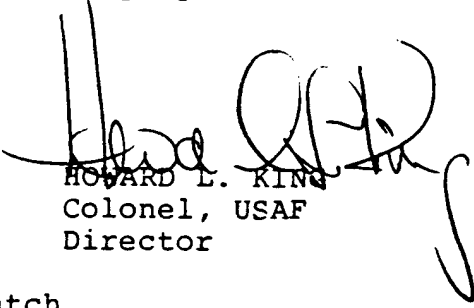
TO: Organizational Working Group

Attached for your information is a redraft of the proposed DoD Directive resulting from our 16 December 1986 meeting.

Also enclosed is a copy of my letter to Mr. Alderman with our proposed letter to CINCMAC.

Encls

1. Draft DoDD
22 Dec 86
2. ARFCOS Ltr,
23 Dec 86 w/watch


HOWARD L. KING
Colonel, USAF
Director



Department of Defense DIRECTIVE

NUMBER 5200.xx

Draft date: 22 December 1986

USD(P)

SUBJECT: Defense Courier Service

- References:
- (a) DoD Instruction 5200.1R, "Information Security Program Regulation", June, 1986
 - (b) DoD Instruction 5000.21, "Forms Management Program", December 5, 1973
 - (c) DoDD 5025.1-M, "DoD Directives System Procedures", April 1981
 - (d) DoDD 5000.19
 - (e) DoDD 400.19R, Defense Regional Interservice Support (DRIS) Regulation
 - (f) DIAM 50-3, Physical Security Standards for Sensitive Compartmented Information Facilities, 2 May 1980

1. PURPOSE: This Directive establishes the Defense Courier Service (DCS) and establishes policy on material qualified to be moved, funding, and authorized users of this service.

2. APPLICABILITY AND SCOPE: This Directive is applicable to the Office of the Secretary of Defense; military departments and their reserve components; the Organization of the Joint Chiefs of Staff; DoD Components; and Non-DoD agencies that use the services of the DCS.

3. POLICY: It is DoD policy to provide the most secure transportation for sensitive and classified material and equipment. The DCS shall provide for the secure transportation and control of qualified material requiring handling by courier. This shall include support for joint or combined operations and support to NATO and other U.S. allies consistent with capabilities.

a. This directive provides policy for command, control, management, administration, and support of DCS and its subordinate units.

b. This directive establishes policy on the qualification of material authorized for entry into the DCS system.

c. The DCS shall be funded by CSAF. Authorized customers shall pay for services provided by DCS. Funds currently programmed for the operation of the Armed Forces Courier Service (ARFCOS) will be transferred to the CINCMAC special account for the Defense Courier Service.

d. Under this Directive, DCS users must insure that only qualified material is entered into the DCS system. Controls will be established to insure that this service is used solely to transport qualified material as defined in paragraph 3.h. The user's authorized representative certifies qualification by signature and annotation of qualification category as listed in paragraph 3.h. below, when entering the material.

e. Material which is not owned or controlled by the U.S. Government will not be imported into the United States via DCS. Violations of this policy by US Government personnel will be reported to the Commander in Chief Military Airlift Command, for review and referral for prosecution under federal law, if appropriate.

f. Any person who enters unqualified or prohibited material into the DCS system, or otherwise misuses the DCS system, may be subject to punitive action under Federal law, including the Uniform Code of Military Justice.

g. Qualified material will be transported to those overseas locations where a Status of Forces Agreement (SOFA) or other treaty agreements are in place that will provide protection for courier material from search and seizure by customs or other officials of the country concerned. DCS transfers material to Department of State Regional Pouch Centers for final delivery in countries not having a SOFA.

h. Qualified material: The following categories of material qualify for DCS handling:

(1) DOD material:

(a) TOP SECRET information

(b) Classified cryptographic/COMSEC material

(c) Classified cryptologic material

(d) CRYPTOGRAPHIC keying material designated and marked CRYPTO, by Director, National Security Agency.

(e) Sensitive compartmented information (SCI)

(f) Overhead imagery material classified SECRET and

higher.

(g) Any US classified material which cannot be transmitted in US custody by any other means (EO 12065, July 3, 1978).

(2) Other qualified material:

(a) Department of State accompanied diplomatic courier pouches.

(b) Material in 3h(1)(a) through 3h(1)(f) above of other US Government agencies.

(c) NATO material in 3h(1)(a) through 3h(1)(f) above of the North Atlantic Treaty Organization (NATO) destined for transport within areas already served by DCS.

(d) Allied material in 3h(1)(a) through 3h(1)(f) above used for combined operations destined for transport within areas already served by DCS.

(e) Material in 3h(1)(a) through 3h(1)(g) above of DOD contractors when -

1 Government Contracting Officer Representatives (COR) have coordinated and obtained Commander, DCS approval for use of the DCS system prior to initiation of the contract.

a Each request for DCS service must be in writing and contain identification of the type of material to be received/dispatched, production schedules, size, weight, cube of material, name, address, telephone number of the contractors government COR, contract number, expiration date of contract, name and address of contractor, and any data pertinent to the transportation of the material, including provision of payment for service.

b Commander (CDR) DCS will approve or deny all requests for contract support. Approval will contain conditions of service that will be provided to the contractor by DCS units.

2 Approved by CDR DCS on a case by case basis.

(f) Foreign Military Sales (FMS) material in 3h(1)(a) and 3h(1)(b) above destined for transport within areas already served by DCS. FMS case officer are required to coordinate and obtain Commander, DCS approval for use of the DCS system prior to initiation of Letters of Offer and Acceptance (LOA) with FMS customers. FMS material will not be entered into the DCS system for transport to areas serviced by the Department of State Diplomatic Courier Service.

(3) Unqualified material. All material is unqualified if it is -

(a) Not identified in paragraph 6.

(b) Not authorized for DCS transportation by

Commander, DCS.

(4) Prohibited material. The following material is not authorized entry into DCS regardless of classification or other qualifying criteria.

(a) Contraband, including controlled substances (particularly narcotics and dangerous drugs) as defined in section 812, title 21, United States Code.

(b) Explosives, ammunitions, and firearms and their components.

(c) Radioactive material or other material hazardous to personnel.

(d) Flammables.

(e) Liquids.

(f) Batteries (Those batteries prohibited from air shipment by FAA or international regulations).

(g) Currency, military payments certificates, bonds, securities, gold, silver, jewels, jewelry, postage stamps or other negotiable instruments.

i. Two-Person Control Material: Two-Person Control material will be governed by the provisions of JCS Publication 13, Vol I and II and SM 313-83. The application of this caveat is restricted to Nuclear Command and Control material.

j. Material Requiring Special Handling: The Deputy Under Secretary of Defense (Policy) will approve all requirements for establishment of special handling procedures within the DCS system.

4. ORGANIZATION AND MANAGEMENT:

a. DCS is established as a Joint Activity under the control of CINCMAC. Policy on what is to be moved by DCS is established by DUSD(P).

b. DCS will initially be staffed by personnel currently provided by CSA, CNO and CSAF to the Armed Forces Courier Service. The chief of each Service will insure personnel assigned to DCS meet the standards contained in Appendix A. Each Service shall continue to provide personnel identified as necessary to support DCS as approved by JCS.

5. RESPONSIBILITIES:

a. The Deputy Under Secretary of Defense (Policy) (DUSD(P)) shall provide overall guidance for implementation of the policies and responsibilities established in this Directive.

b. The Joint Chiefs of Staff shall:

(1) Advise the DUSD(P) on courier requirements and priorities.

(2) Provide guidance to the DCS and the Unified and Specified Commands that will serve as the basis for inter-relationships between these organizations.

(3) Obtain the advice and recommendations from the Commander, DCS, on matters within the areas of responsibility assigned to DCS.

(4) Take required action on manpower requirements submitted by CINCMAC per JCS MOP 173.

(5) Approve manpower requests per MOP 173 provisions.

c. CINCMAC shall:

(1) Act as Executive Agent for the DUSD(P).

(2) Exercise command and control of DCS and its field activities.

(3) Implement and comply with the policies and directives of the Department of Defense.

(4) Insure proper coordination with other commands and agencies as appropriate concerning policy and operations of DCS.

(5) Keep the DUSD(P) informed of significant matters concerning the activities of the DCS.

(6) Make recommendations to the DUSD(P) for action regarding the DCS.

(7) Provide plans to the DUSD(P) for the resources necessary to establish, equip, maintain and operate DCS stations to carry out mission requirements.

(8) Provide required civilian authorizations and staffing; authorizations and funding will be transferred from respective service FYDP.

(10) Promulgate regulations required for the operations of DCS. These regulations will be:

(a) Applicable to all military commands, and users of DCS.

(b) Provided to the DUSD(P), and the Military Departments and to all departments and agencies serviced by DCS.

(11) Consistent with DoD Instruction 5000.21 (reference d), coordinate recommended changes to DoD standard forms required

and forward any substantive changes to the DUSD(P) for approval.

d. The Chief of Staff, Army, Chief of Naval Operations, and Chief of Staff, Air Force will:

(1) Provide qualified personnel in accordance with Appendix A necessary to carry out the DCS mission .

(2) Provide personnel and courier station common support to field units assigned as a tenant. Common support includes but is not limited to medical facilities, fire protection, security, investment equipment, appropriate facilities, facility maintenance, custodial services, utilities, space, real property maintenance, disposal services, contracting support and local motor pool services.

(3) Maintain courier stations at locations designated by Commander, DCS.

(4) Budget for transportation movement and associated packing and crating and escort TDY costs for their respective use of Courier services.

e. The Commander, Defense Courier Service shall:

(1) Be responsible to the Executive Agent in the accomplishment of the DCS mission.

(2) Command all personnel assigned to the DCS.

(3) Coordinate with the Department of State Diplomatic Courier Service for transportation of qualified material to those countries in which DCS operations are prohibited.

(4) Establish security standards and procedures in accordance with national policy to prevent unauthorized access to material entered into the DCS system.

(5) Maintain liaison with the Military Departments, Unified and Specified Commands, US Government departments and agencies and other authorized users.

(6) Coordinate with the services and unified and specified commands on DCS requirements to support contingency plans.

(7) Coordinate and develop contingency plans for the priority movement of qualified time sensitive material during war.

(8) Establish standards for, and insure training, professional performance, and personnel behavior of personnel assigned to DCS.

(9) Establish a transportation network to insure DCS stations and routes meet mission requirements.

(10) Investigate suspected transport of unqualified or prohibited material via DCS; take following actions, as appropriate.

(a) Cause addressee to inspect suspected parcel and report findings to DCS.

(b) Inform the originating agency of the person who incorrectly certified the material of the circumstances to facilitate appropriate investigation and action.

f. The Heads of US Government Departments and Agencies shall:

(1) Develop and submit to DCS on an annual basis their courier requirements and priorities.

(2) Provide support, within their respective fields of responsibilities, to the Commander, DCS, as required to carry out the assigned mission of the DCS.

(3) Assess the responsiveness of the DCS to their operational needs.

(4) Pay for services (transportation, packing and crating and escort TDY support) rendered by DCS.

6. RELATIONSHIPS:

a. Administration and Military Staffing:

(1) The position of Commander, DCS, shall be an Officer authorized at the O-6 grade. A normal tour of duty shall be 3 years. Nominations for the position shall be approved by the CINCMAC. The incumbent shall be rated by The Executive Agent.

(2) The position of Chief of Staff, DCS, shall be a civilian.

(3) All other military staffing requirements, both officers and enlisted, shall be authorized and assigned to DCS by the Military Departments as requested by CINCMAC and approved by JCS.

(4) DCS staffing criteria, documented in appropriate regulations, shall be reviewed and approved by the Executive Agent prior to publication.

b. Programming, Budgeting, and Financing:

The Executive Agent shall be responsible for programming, budgeting, and financing all operations of DCS and shall identify all such requirements in its operations and maintenance budget and financial plan submission to HQ USAF. Authorized customers

will program, budget, and finance all transportation, escort TDY requirements, and associated packing and crating in thier Operations and Maintenance budget and financial plan submission to their respective service headquarters.

c. Installation Support:

(1) Commanders of military activities and other and other designated Federal agencies that host a DCS station shall be responsible for providing DCS units with the following:

(a) Vault facilities which conform to specifications in DIAM 50-3. A waiver must be obtained from CINCMAC when these specifications cannot be met.

(b) A secure administrative area, adjacent to the vault and physically separated from other areas by permanent walls and ceilings, barred windows, and reinforced doors secured by heavy duty locking systems.

(c) Transportation support. Vehicles and special purpose equipment, transportation requests (TRs), Government bills of lading (GBLs), and transportation support within capability.

(d) Local counterintelligence and criminal intelligence support. Periodic briefings and continuing liaison between local law enforcement agencies and counterintelligence units and DCS units.

(e) Communication support. Message center service and priority precedence within the AUTOVON system for both unclassified and classified service. Assistance will be rendered DCS Stations in procurement of mobile communication systems as required.

(f) Personnel support. Personnel and financial record maintenance, Special Security Office (SSO) service, billeting and dining facilities, housing support, and medical and dental service.

(g) Copies of all inspections, investigations, and audits that pertain to or impact on DCS operations to Commander, Defense Courier Service.

(2) Commanders of military activities at which a courier may delay during the movement of DCS material will provide the following:

(a) Temporary secure storage for the DCS shipment, including guards as required.

(b) Billeting and messing for the courier and accompanying courier assistant.

(c) Transportation support as outlined in paragraph

6.c.(c) above, including emergency vehicle towing and repair.

(d) Communication support as outlined in paragraph

6.c.(e) above.

7. EFFECTIVE DATE AND IMPLEMENTATION:

This Directive is effective immediately. CINCMAC will develop an implementation plan to activate the Defense Courier Service NLT 1 October 1987. A system for recovering the cost of DCS services will be implemented. Existing documents of the Military Departments shall be reviewed for conformance with this Directive and two copies of each revised implementing document must be forwarded to the Commander in Chief Military Airlift Command (CINCMAC) within 120 days

APPENDIX A - PERSONNEL STANDARDS

A-1. All military personnel selected for duty with DCS will not be assigned other duties outside their primary DCS duties.

A-2. The chief of each Service will assign personnel who meet the minimum standards below:

a. All personnel selected to fill a courier position must be an E-7 or higher.

b. Educational level. High school graduate or equivalent.

c. Mental achievement.

(1) Army - GT aptitude area 100.

(2) Navy - GCT ARI score 100 or ASVAB 165.

(3) Air Force - AQE general 48.

d. Physical characteristics.

(1) Army - minimum of "1" in U, L, and S factors of physical profile.

(2) Navy - ManMed 15-7.

(3) Air Force - minimum of "'1'" in U, L, S, and X factors of physical profile.

e. Character and past performance.

(1) Army - an average efficiency report rating of superior.

(2) Navy - no evaluation mark less than EEU.

(3) Air Force - have an overall rating of eight or nine on their last three APRs.

f. Possess mature judgment.

g. Be diplomatic and courteous.

h. Possess a TOP SECRET security clearance based on a special background investigation (SBI) and be eligible for access to Sensitive Compartmented Information (SCI).

i. Be qualified to obtain a military operator's permit for wheeled vehicles.

A-3. Tour of duty

a. For officer and enlisted personnel, an DCS tour of duty will be a normal tour as defined by the parent Service for the geographical area of the DCS station.

b. Tour extensions and continued assignment to DCS duty are prohibited unless approved, in writing, by Commander, DCS.

c. Tours of duty may be curtailed at the convenience of the parent Service or when the member is no longer authorized to perform DCS duties.

d. Commander, DCS may terminate a member's service in DCS for demonstrated unreliability or inability to function in the DCS operational environment.

A-4. Personnel security

a. Security clearances. All DCS personnel must hold a final TOP SECRET clearance based on a Special Background Investigation (SBI) completed less than 5 years prior to assignment to DCS.

b. Personnel must be eligible for Sensitive Compartmented Information (SCI) indoctrination.

c. Each Service will designate a central security clearance point for personnel assigned to DCS.

d. Continuing clearance eligibility. DCS station commanders will be advised of any information which might affect the clearance of assigned personnel. They will advise Commander, DCS of any adverse information.

GLOSSARY

TERMS USED BY THE DEFENSE COURIER SERVICE

Command Messenger: An individual designated in writing, by an authorized user to accept from or deliver material to an authorized recipient. Individuals designated must possess a security clearance to the degree of material an account could possibly receive or dispatch.

Consolidated Control Point: An DCS account designated by one or more other accounts to act as their agent in accepting and entering DCS material.

DCS Account Number: The unique identifier assigned to an DCS account. It consists of a 6 character base number and a 4 character delivery reference code separated from the base number by a dash (e.g., 999999-XX99).

DCS Article Number: The control number by which all DCS material is accounted. It consists of the two-letter symbol of the accepting DCS Station followed by up to six digits. It should be placed on the address side of the piece in the lower right quadrant.

Dedicated Courier: Dedicated DCS couriers are those commissioned officers, warrant officers, noncommissioned officers/chief petty officers in pay grade E-7 and senior or Department of Defense civilian in the grade of GS-9 and senior assigned to DCS duties and have been issued an DCS Form 9 (Defense Courier Service Identification Card) attesting to their qualifications as couriers.

Defense Courier: An officer, warrant officer or enlisted member in the grade of E-7 and senior of the US Armed Forces or Department of Defense civilian in the grade of GS-9 and senior, assigned to perform Defense Courier Service duties and identified by possession of an Defense Courier Service Identification Card DCS Form 9). See also courier.

Defense Courier Service: A joint service of the Departments of the Army, Navy, and the Air Force. The Defense Courier Service provides one of the available methods for the secure and expeditious transmission of material requiring control handling by military courier.

Defense Courier Station: A joint service activity of the Defense Courier Service for the acceptance, processing, and dispatching of qualified courier material.

Designated Courier: An officer, warrant officer, or enlisted member in the grade of E-7 and senior of the US Armed Forces, possessing the proper security clearance selected by a Defense Courier to take custody of, safeguard, and deliver an DCS shipment as directed.

Executive Agent: Head of an organization to whom the Secretary of Defense has assigned responsibility and delegated authority, which would otherwise be exercised by SECDEF, to carry out certain of his duties.

Provisional Courier: A person assigned outside the DCS system nominated by the individuals parent command and trained by DCS to act as the DCS representative in a given area. The individual nominated must meet the standards set for assignment to DCS as a courier.

Qualified Courier Material: Normally TOP SECRET, classified cryptographic or cryptologic material belonging to the US Government. Material that may be transported via DCS is fully described in paragraph 3h of this directive.

Worldwide Master Account Data Base: A computer supported data base containing vital identification and service information for all accounts serviced by DCS.



HEADQUARTERS
ARMED FORCES COURIER SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-5370

REPLY TO
ATTENTION OF

23 December 1986

Director, Armed Forces Courier Service

The Honorable Craig Alderman Jr.
Deputy, The Under Secretary of Defense, Policy
Washington, D. C. 20301-2000

Dear Mr. Alderman:

At our 3 October 1986 meeting to redefine the mission, organization and charter of the Armed Forces Courier Service, you directed the formation of two working groups: (policy and organization).

This letter provides you the recommendations of the organization working group.

a) That ARFCOS be reorganized from a tri-service agency to a joint activity, providing for a single chain of command to eliminate current organizational problems. This will bring the courier service in line with other DOD joint operations. It will also result in the disestablishment of the Army Courier Service, Navy Courier Service and the Air Force Courier Service. The services will transfer existing manpower authorizations to the new Defense Courier Service.

b) That the name be changed to the Defense Courier Service.

c) That Executive Agent responsibilities be transferred from Chief of Staff of the Army to CINC, Military Airlift Command. The Courier Service is a secure transportation activity that moves its material predominately by air. We believe MAC is the most logical place for ARFCOS.

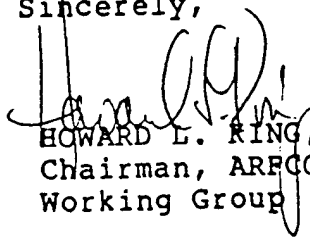
d) That DCS be funded by CSAF, eliminating the current, cumbersome, multiservice funding process. This, in turn, will allow DCS to address deficiencies in facilities and equipment identified in the Stillwell Commission Report.

We have received outstanding cooperation from all participants, to include representatives of CINCMAC, consistent with your 29 October 1986 letter to him. We now propose that CINCMAC be formally requested to accept Executive Agent

responsibility. This will allow us to initiate the organizational and funding actions required to carry out these proposals.

We recommend that the above proposals be approved and that you sign the letter at enclosure 1, requesting CINCMAC assume executive agent responsibilities.

Sincerely,



HOWARD L. RING, COL, USAF
Chairman, ARFCOS Organizational
Working Group

Encl



THE UNDER SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-2000

POLICY

In reply refer to:

MEMORANDUM FOR COMMANDER-IN-CHIEF, MILITARY AIRLIFT COMMAND

THROUGH: Chairman of the Joint Chiefs of Staff

SUBJECT: Armed Forces Courier Service (ARFCOS)

On 3 October 1986, I commissioned two working groups to review ARFCOS's policies on moving classified material and its organization. I took these steps to address problems ARFCOS was experiencing in performing its mission.

Both working groups are about to conclude their efforts. They have made significant progress in resolving policy issues and in recommending an organizational structure to overcome long-standing inherent problems.

As I advised you in my letter of 29 October 1986, an attractive option being considered by the organization working group is the transfer of executive agent responsibilities from the Chief of Staff Army to you as Commander-In-Chief, Military Airlift Command. As requested, your staff has participated in the working groups efforts, representing your concerns well.

The organization working group has now formally recommended, and I endorse, that you be designated the executive agent of a newly organized joint activity, the Defense Courier Service. We are drafting a DOD directive establishing this joint activity and, with your concurrence, will proceed with formal coordination that would make CINCMAC the Executive Agent. Your staff will remain an integral part of this process.

I respectfully request your concurrence.

Craig Alderman, Jr.
Deputy

Copy furnished:

Chief of Staff, U. S. Army
Chief of Naval Operations
Chief of Staff, U. S. Air Force
Commandant of the Marine Corps
ASD (C³I)
Director, ARFCOS